

POLICY OF STATE OF DELAWARE DEPARTMENT OF CORRECTION	POLICY NUMBER 9.24	PAGE NUMBER 1 of 7
	RELATED ACA STANDARDS:	
CHAPTER: 9-PERSONNEL, TRAINING AND EMPLOYEE-MANAGEMENT RELATIONS	SUBJECT: SELECTION PROCESS FOR INTERNAL PROMOTIONS AND TRANSFERS	
APPROVED BY THE COMMISSIONER:		
EFFECTIVE DATE:		
APPROVED FOR PUBLIC RELEASE		

I. AUTHORITY: 29 Del C. 5918, 5919, 5920; Merit System Rules 2.0

II. PURPOSE: To ensure consistency in the selection process for all internal promotions and transfers for job classes up to and including pay grade 11.

III. APPLICABILITY: All Department of Correction employees competing for a promotion, transfer or shifts and days off bidding to a position that has been posted within DOC only, up to and including pay grade 11 positions. This policy does not apply to positions that are posted and selected “open competitive.” If this is in conflict with Collective Bargaining Agreements (CBA), the CBA will prevail.

IV. DEFINITIONS: None

V. POLICY: DOC has an obligation to ensure equal opportunity through the integrity of its internal promotion and transfer process with selection based on a consistent scoring system that takes into account the knowledge, skills, work record and experience of applicants.

Upon receipt of a Referral List of candidates for a position that is pay grade 11 or below, and posted for applicants within DOC only, a facility will constitute a selection team to rate candidates based on the attached Standardized Selection Process.

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**Standardized Selection Process
May 2008**

OVERVIEW

In 2005, the Department of Correction put into place a standardized selection process for all promotions, transfers and shifts and days off bidding for job classes up to and including pay grade 11. This procedure was based on recommendations from the Diversity Task Force with the stipulation that the procedure be reviewed in a year's time to determine if modifications are in order. Since 2005, we have received input from hiring managers throughout the Department and have incorporated some of their suggestions into this revision.

This revised procedure is to be used for internal transfers and promotions only, and will not be used for positions that are posted and selected "open competitive".

SELECTION PROCESS

The selection process will consist of criteria represented in point values. Each criterion is defined below:

- | | |
|--|-----------|
| I. Interview process | 25 points |
| II. Seniority | 20 points |
| III. Education, Training and Experience | 25 points |
| IV. Performance | 30 points |
| (including Commendations, Discipline and Attendance) | |

CRITERIA

I. Interview Process25 points

A. Objective: An opportunity for the applicant seeking a desired position to express their knowledge of the position applied for in a face to face format.

- No esoteric site specific questions
- Questions/format shall be technical and/or knowledge based and include inquiry into the applicant's interest, motivation, judgment and decision-making ability.
- Must be at least five (5) questions, but no more than twenty (20) questions.

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- Questions are to be developed prior to the interview and approved by the chairperson of the interview committee.

B. Scoring: The interview will be scored on the content of the interview responses, dress and appearance, and oral presentation. Points will be awarded as follows:

- **Interview and Responses** 22.0 points
(correct answers, able to grasp concepts)
- **Dress and Appearance** 1.5 points
(professional, well groomed, serviceable uniform)
- **Communication Skills** 1.5 points
(clarity, responsiveness, articulation, poise, self-confidence, eye contact)

II. Seniority20 points

- A. Objective:** Union contracts will determine the type of seniority that applies. Otherwise, Department seniority (not State of Delaware seniority) will be used.
- B. Scoring:** Each applicant will receive 1 point for each completed year, to a maximum of 20 points.

III. Experience, Education and Training25 points

A. Experience – 10 points

- 1. Objective:** The sum total of an applicant's knowledge, skills and abilities obtained through performance in prior positions or in their **current** job for the position for which they are being interviewed will be vital in the selection process. Some skilled trade areas may require the performance of such skills to show proficiency.
- 2. Determining experience:** Applicants can bring supplemental documentation to the interview that supports job-related experience. No documentation will be accepted before or after the interview. The interviewer should review the candidate's application (interview package), personnel file (HR), and training file (EDC).
- 3. Scoring:** The interview panel will review the applicant's relevant, job-related

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experience based on the information received and determine which applicant has the most experience. Points will be awarded as follows:

- The individual(s) with the most experience 10 points
- The individual(s) with less experience Pro-rata basis
(the interview panel will determine the pro-rata basis on years of experience, variety of experience and time in positions relevant to the one being interviewed for)

B. Education – 8 points

- 1. Objective:** Formal education adds to one's abilities by giving them knowledge beyond that learned through typical job experience. This formal education will be scored depending on the level and type of higher learning achieved.
- 2. Determining Education:** Documentation of additional education should be in a candidate's Personnel File, but this is not always the case. Candidates should bring acceptable documentation to the interview to receive points for formal education. However, if they do not, and the interviewer finds documentation in their Personnel File, then the candidate should get credit for education.
- 3. Scoring:** The following point values are given to applicants who have obtained formal education in order of the level achieved. Degrees in management would be considered related if the position is a supervisory or managerial position.

- Master's Degree (in a related field) 8 points
- Master's Degree (in an unrelated field) 7 points
- Bachelor's Degree (in a related field) 6 points
- Bachelor's Degree (in an unrelated field) 5 points
- Associate's Degree (in a related field) 4 points
- Journeyman paper (job related) 3 points
- Associate's Degree (in an unrelated field) 2 points
- Apprenticeship papers 1 point
- 30 college credits 1 point

C. Training – 7 points

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1. **Objective:** Training which is approved through the Department of Correction, excluding initial or refresher training, will be taken into consideration. Training obtained prior to Department of Correction employment or not approved through the Department may be considered on a course by course basis.
2. **Determining Training:** Applicants must bring acceptable documentation to the interview that supports job-related training.
3. **Scoring:** All applicants will receive one point for each relevant training course or class completed within 10 years of application date. Total points are not to exceed the maximum value of seven points.

IV. Overall Performance30 points

A. Commendations – 5 points

1. **Objective:** Any formal documentation of recognition from the Commissioner, Bureau Chief, Warden, Manager or Section Administrator will be viewed as a commendation. This does not include attendance related documentation, such as “Perfect Attendance.” Commendations do include “Employee of the Year” awards.
2. **Scoring:** Commendations are scored at one point per commendation for a maximum of five points going back 10 years prior to the application date. An “Employee of the Year” award, within two years of application date, is worth five points.

B. Discipline – 5 points

1. **Objective:** Any documentation resulting from a disciplinary investigation (may be on the Form 210) and placed into the applicant’s Personnel File in the Human Resources Office will be taken into consideration. The lowest form of discipline is a Written Warning and progresses through to a Demotion. Points will be deducted for disciplinary action over a rolling two year period from application date.

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2. Scoring: The following chart explains how discipline will be scored.

- Written Warning	1 point deducted
- Written Reprimand	2 points deducted
- Suspension	automatically disqualified
- Demotion	automatically disqualified

C. Attendance – 10 points

1. Objective: Employees whose work records indicate whether or not they report to work as scheduled will impact the outcome of the selection. Points will be added for each month of perfect attendance.

2. Scoring: All applicants will receive one half of one point for each full month of perfect attendance going back 20 months beginning the first full calendar month before the interview. (For example, if the interview is on December 15, 2007 the count begins with November 2007 as month 1. April 2006 would be month 20).

For purposes of these standards, a sick leave occurrence is when an employee is absent for a minimum of a full work day, either 7.5 or 8 hours. Partial days are not to be considered. (For example, an employee taking 3 hours for a medical appointment would not count as an occurrence).

An employee absent without leave (AWOL) is automatically disqualified.

D. Performance – 10 points

1. Objective: The applicant's most recent Performance Review, maintained in the Human Resources Office, will be taken into consideration for employment. Performance Review ratings will be considered for a rolling two-year period. Individuals with no Performance Review on file or with a Review that is older than 2 years, will be considered as Meets Expectations.

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2. Scoring: The Performance Review criteria will be scored as follows:

- | | |
|---------------------------------------|-----------|
| - Distinguished | 10 points |
| - Exceeds Expectations | 7 points |
| - Meets Expectations | 5 points |
| - Needs Improvement or Unsatisfactory | 0 points |

V. Scoring and Selection

A. Prior to the interviews: The chairperson will review the Personnel File (HR) and Training File (EDC) of each applicant to determine points received for seniority, commendation/discipline, attendance, training and performance. This review will identify any applicant who is disqualified based on the discipline or attendance criteria.

B. After the interviews: Individual panel members will determine their score for the applicant's response to interview questions, as well as the scores for professional appearance and communication skills. The individual interview panel scores will be totaled and then divided by the number of panelists to produce a single review score.

C. Selection: All category scores will be totaled and the applicants ranked with the candidate receiving the highest combined score ranked first. Up to 3 of the top ranked candidates will then be forwarded to the Warden or Section Administrator for consideration. The Warden or Section Administrator must provide justification for the selection. The selection process must be carried out in accordance with DOC Policy 8.54 (Nepotism Policy).